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COMMANDERS DIGEST

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A Special Report To Commanders

—1971 Quadrennial Review Of Military Compensation—

The Quadrennial Review of Military Compensation Report of 1971 was prepared by the office of the Assistant Secretary of Defense (Manpower and Reserve Affairs). The Report concerns new legislative proposals now before the Congress that are of interest to commanders. The summary Report is reprinted in its entirety. The full study—four additional reports for the four special pay areas—cannot be reprinted because of space limitations, but is available through Service distribution channels to commanders interested in getting this detail. Illustrations used here are from the official briefing charts.

Introduction:

This report is submitted in compliance with section 1008(b) of Title 37, United States Code which states:

"(b) Whenever the President considers it appropriate, but in no event later than January 1, 1967, and not less than once each four years thereafter, he shall direct a complete review of the principles and concepts of the compensation system for members of the uniformed services. Upon completion of such review he shall submit a detailed report to Congress summarizing the results of such review, together with any recommendations he may have proposing changes in the statutory salary system and other elements of the compensation structure provided members of the uniformed services."

The objective of the 1971 Quadrennial Review of Military Compensation ('71 QRMC) is to review those compensation measures of the highest priority in achieving zero draft calls. This report, therefore, includes a review of the principles embodied in the recently enacted Public Law 92-129, "Military Selective Service Act," which restructured military pay with the view of achieving zero draft calls. Additionally, it presents studies of four special pays which may require adjustments in a zero-draft environment.

Public Law 92-129:

In evaluating priorities for the compensation measures necessary to achieve zero draft calls, first priority was assigned to achieving reasonably competitive levels for military pay. The principle employed was based on the fact that in a zero-draft environment the Department of Defense would be on nearly equal footing with other claimants for manpower in the national labor market. Therefore, to be a successful competitor, the DoD would have to offer wages that, together with other benefits accruing from military service, would appear reasonably competitive both to the prospective enlistee and to the service member contemplating return to the civilian work force.

Of particular importance in achieving zero draft calls is adequate compensation to attract the first-termer. This is so because:

— Traditionally, the first-termer comprises well over half the force. This proportion is expected to continue.

—Historically, the draft has acted to provide the majority of first-termers.

—Pay philosophy applied in the past has included the ideal of the citizen's obligation to serve a minimum period in uniform. This philosophy accounts for the omission of the first-termer from several periodic pay increases granted in the past to the remainder of the force. As a result, at the end of 1970, the armed forces found that many new entrants were paid below the Federal minimum wage. For the new entrant with a family, maintaining an adequate family life on military wages was very difficult.

To construct a basic military pay system that provided reasonably competitive pay levels, many of the principles and concepts developed during the First

Quadrennial Review of Military Compensation (FQRMC) were employed. Most important was the use of a standard. Because of its importance, the basis for the standard employed by DoD is explained here in detail.

Public Law 90-207 provides for a military pay increase whenever, and at the same rate as, a pay increase is granted to Federal employes of the General Schedule. This law also defines the elements of military compensation to be equated with the Federal employe salary. These elements are received in cash or in kind by every service member and are collectively referred to as, "Regular Military Compensation" (RMC):

—Basic Pay;

—Basic Allowance for Quarters;

—Basic Allowance for Subsistence; and

—Tax Advantage (received because the Quarters and Subsistence Allowance are not subject to Federal Income Tax).

Since salaries of Federal employes of the General Schedule are already comparable with salaries in the civilian economy, the definition of RMC provided a starting point for developing a military pay standard. This standard could then be used to establish military pay levels that bear a reasonable relationship to civilian wages for equivalent levels of work.

The military pay standard is so constructed that it recognizes that RMC does not include a specific retirement contribution. In other words:

—Regular Military Compensation is depressed by 7 per cent to reflect an imputed contribution towards the member's retirement.

Further, the military pay standard is constructed by analyzing three levels of the labor force. These levels are top management, management entry, and work force entry. The work-level relationships for these positions have been compared by a joint group including representatives of the Office of Management and Budget, Civil Service Commission and Department of Defense using the following criteria:

—Top Management—Level of responsibility and authority, scope of impact, characteristics, organization setting and role.

—Management Entry—Entry qualification in education, experience and training.

—Work Force Entry—Basic knowledge, ability and skills, and duties required.

In the top management area, a comparison was made between military positions such as the deputy director of the Defense Supply Agency and the chief, U.S. Army Audit Agency, with civilian positions such as the deputy assistant secretary of the Air Force (Installations), and the director, Defense Contract Audit Agency. The military and civilian grades which were found of equal level were that of an 0-8 and the GS-18.

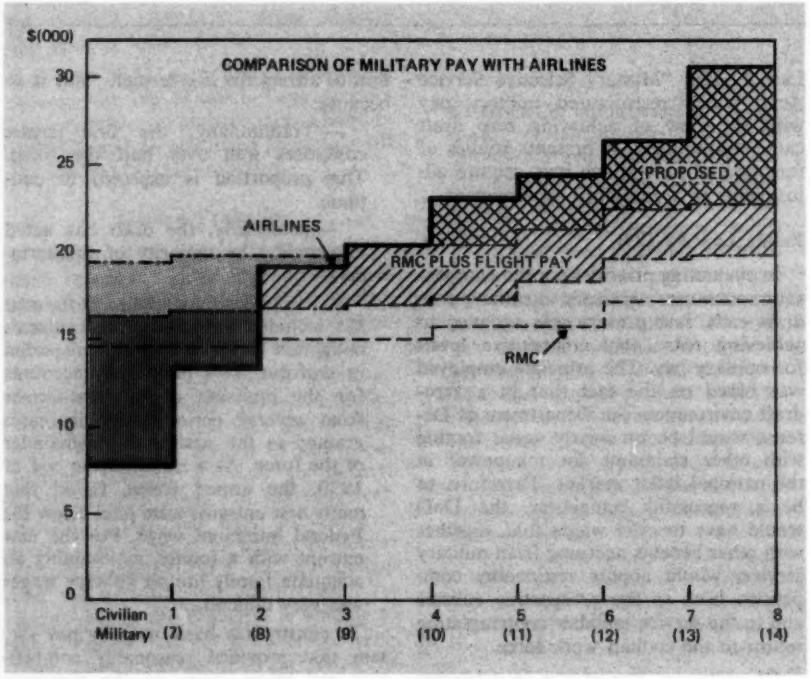
While no effort was made to establish comparison from a strictly military level of responsibility, these are the types of jobs which would be held by competent military members of that grade in general management positions.

Management entry qualifications were examined to test the requirements of college graduates or similar-experienced personnel entering the management level. For example, military disbursing officers were compared to civilian accountants. The military and civilian grades which were related in this area were the 0-1 and the GS-7.

The work force entry comparison matched personnel who, in general, had completed apprentice training and were actually joining the work force as productive members. The military radio code operator was compared to the civilian radio operator. A military data process operator was compared to a civilian electronic accounting machine operator. Both white collar and blue collar specialties were compared which resulted in military grade E-3 equating with Wage Board 5 and GS-3 work levels.

As the basis of comparing the military pay system to the civilian pay system, pay levels can be assigned to these three individual work levels. In order to provide internal equity within the military pay system, intergrade and interlongevity differentials are developed and used to extend the salaries to the remainder of the pay table.

The result is a pay line, called the military pay standard, against which alternative military pay scales can be compared to determine their relative competitiveness with the pay in the civilian economy. During the deliberation on Public Law 92-129, the military pay standard was used, particularly by the House Armed Services Committee. While the pay rates enacted were not identical



with the military pay standard, they were close enough to it so that the enacted pay levels could be appropriately termed "reasonably competitive."

In addition to a reasonably competitive pay level in terms of Regular Military Compensation, several new principles were embodied in PL 92-129 as a result of the DoD proposals and the actions by the House and Senate Armed Services Committees as follows:

—The Dependents Assistance Act (DAA) rates were structured exactly like the Basic Allowance for Quarters (BAQ) rates. That is, a married rate and a single rate as opposed to four rates depending on the number of dependents.

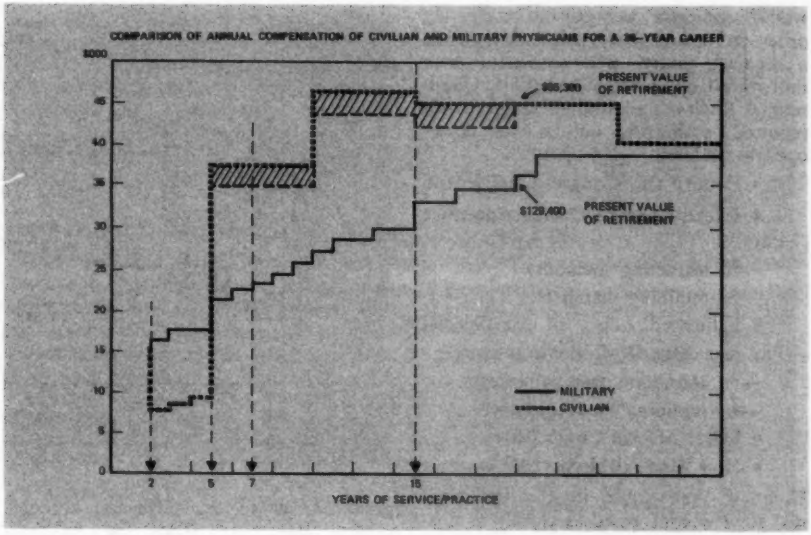
—The FHA median housing expense for comparable income groups nationwide was adopted as the appropriate standard for measuring the adequacy of the BAQ.

—Reservists undergoing their initial tours of active duty training were provided the same entitlement to the DAA allowance as their active duty counterparts.

—An enlistment bonus is an appropriate compensation measure which can and should be used to attract both the number and quality of manpower needed in difficult-to-man skills.

The pay increase provisions of PL 92-129 brought Regular Military Compensation within a reasonably competitive range of wages paid in the civilian economy. Will this level be sufficient to insure zero draft calls? There is no certain answer to that question at this time. However, one point is evident: without the major restructuring of military pay based on a standard and the principles cited above, attaining the goal of zero draft calls would be more difficult than it appears today. Further, the Congress, in PL 92-129, recognized that the pay levels set in the law were a first approximation of the levels needed to achieve a relatively new and, considering the times, a unique objective. As a result, PL 92-129 required a report to the Congress as follows:

"Not later than June 30, 1972, the Secretary of Defense shall report to the Chairmen of the Armed Services Committees of the Senate and of the House of Representatives on the effectiveness of the provisions of this title in increasing the number of volunteers enlisting for active duty in the Armed Forces of the United States." [1]



This report should provide an indication of the soundness of the principles employed in addition to an initial evaluation of the effectiveness of the pay levels established by PL 92-129.

Quadrennial Review Special Pay Studies:

Regular Military Compensation merited the priority attention it received in PL 92-129. Historically, however, RMC alone has not been sufficient to attract and retain service members with special qualifications. For this reason a wide spectrum of special pays has developed over the years. Now, with the imminent discontinuation of the draft, and with the continuing need for service members with special qualifications, the concomitant flexibility of special pays to attract and retain these members takes on new importance.

There are over 30 categories of special pays. To address each in depth would require time and staff in excess of that available. Therefore, in response to the question: "What special pays affect categories of service members most likely to present a critical problem in achieving zero draft calls?" a priority listing of special pays was established. From this priority listing, the following special pays were selected as first priority and designated for study during 1971:

—Special Compensation for Physicians, Dentists and Veterinarians, and Continuation Pay for Physicians;

—Flight Pay (Crewmember) and Submarine Duty Pay;

—Hostile Fire Pay; and

—Enlisted Attraction and Retention Incentive Pays.

In addition, two other studies are in progress. They are the COIN study, a continuation incentive pay for officers, and a study of Separation Pay which is being conducted under the auspices of the Inter-agency Committee on Military Retirement. Reports of these studies will be forwarded to the Congress at a later date.

One special pay, Sea Pay, deserves mention at this point. The need for an improved incentive to mitigate the arduous requirements of a career at sea has long been recognized. It has further been recognized that the present coupling of Sea Pay with "Certain Places Pay" was an inappropriate grouping as their purposes are not similar.

Therefore, early in 1971 the Navy completed a study of Sea Pay together with proposed legislation which was approved by the Secretary of Defense. Accordingly, it was not necessary to include Sea Pay in the '71 QRMC.

In preparing for the 1971 Quadrennial Review on Special Pays, it was first determined that each Special Pay addressed

[1] Section 211, Public Law 92-129, September 28, 1971.

would comprise a separate study. In order to insure that each study, while a separate entity, was consistent with the overall objective of the 1971 Quadrennial Review and studied to the depth required, a uniform outline was developed as follows:

- History and Congressional Intent.
- Effectiveness of Current Incentive Pay:
  - —In attracting members.
  - —In retaining members.
- Estimated Effect of the Special Pay in a Zero-Draft Environment:
  - —In attracting true volunteers.
  - —In retaining true volunteers.
- Labor Market Competition.
- How Much is Necessary?

Each of the studies in the Quadrennial Review conformed as closely as possible to this outline, consistent with characteristics of the individual special pay.

The following sections of this report present a brief summary of each special pay study—

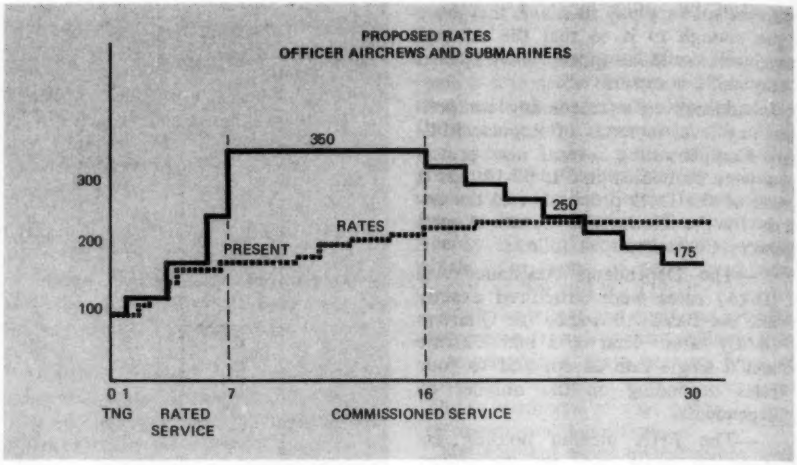
Special Compensation for Physicians, Dentists and Veterinarians, and Continuation Pay for Physicians:

Since World War II, physicians have been the most difficult group to attract to a Service career. Requirements are high in relation to the supply of these professionals in the United States. For example, 80 per cent of all physicians under the age of 35 have served or are serving in uniform, whereas, in the genral population, 26 per cent of all males under the age of 35 have served or are serving in uniform. As a result of a continued and severe attraction and retention problems, rates of special and continuation pay for medical officers have risen and are today the highest authorized for any military occupation.

The similarities between civilian and military medical practice are so pronounced that the transition presents no great barrier to the physician contemplating departure from the military. Complicating the problem for the military is the comparatively high income available for civilian practice.

The study examined potential incomes from civilian and military practice for the various categories of medical officers and presented these comparisons in terms of "lifestream income." This concept, developed in the study, shows relative levels of active practice and retired pay and allows examination of critical points with respect to compensation during a medical career.

The study did not make specific recommendations for changes in the rates of special and continuation pay for medical officers even though significant evidence is presented indicating the need for change. The reason for this omission is that PL 92-129 (section 22(c)) provides for a joint DoD/Department of Health, Education and Welfare study of ". . . means which would require less dependence on medical personnel of the armed forces." [2] The results of this study are expected to establish future requirements for medical officers. When these requirements are defined, the concepts developed in the Quadrennial Review study will provide the basis for establishing levels of compensation necessary to meet such requirements. In the interim, however, the study indicates that some increase is necessary and provides background and framework for decision making.



FORCE COMPOSITION

	Officers with Five or More Years Service	
	Goal	Actual
Physicians	50%	27%
Dentists	50%	36%
Veterinarians	50%	42%

Flight Pay (Crewmember) and Submarine Duty Pay:

The purpose of this special pay is to attract high-caliber young men to a career of flying or submarine duty. The rates and structure of this pay were last adjusted in 1955. Considering the changed manning patterns likely to prevail in a zero-draft environment, the study measured the influence of competition from the commercial aviation industry for flying officers and the nuclear power industry for submarine officers and used this analysis as a basis for developing a restructured flight/submarine duty pay. The study recommended that the rates of pay for flight and submarine officers during the obligated years of service (the first six years) remain essentially as they are today. The seventh through the 16th are the years when

[2] Section 22 (c) of Public Law 92-129, September 28, 1971.

COMMANDERS DIGEST

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departure from the military and entry into civilian employment is most attractive to the young officer.

Therefore, the study recommended the highest rate of special pay for this period ($350 per month). This rate should neutralize the economic pull of the market sufficiently well to ensure that the required manning is retained. After the 16th year, involvement in operational flight and submarine duties diminishes. Manning requirements decline as well after 16 years. Consequently, the study recommended a gradual decrease in the rate of special pay during this period (down to $175 vice $245 at present).

In analyzing the enlisted flight and submarine pay, the study found that enlisted flight pay at its current level was adequate to insure required manning for enlisted flying personnel. However, the study found that there may be a future attraction problem for submarine enlisted members. Further, even though data at this point is not sufficient to fully substantiate the case, with prospective increasing requirements a retention problem for enlisted submarine crewmembers may exist as well. The study group is continuing to try to assess the enlisted submarine crewmember retention situation with the objective of developing a revised incentive pay for the enlisted submarine community.

Hostile Fire Pay:

Hostile Fire Pay was assigned high priority for the Quadrennial Review because, when priorities were determined (late 1970), there appeared the possibility of active combat in Vietnam extending into the period when a zero draft call was planned. In fact, the Gates Commission foresaw this possibility as well and selected an improved hostile fire pay as an incentive for service in a combat area consistent with the all-volunteer concept.

The review of hostile fire pay points out that this pay serves a necessary and distinctive purpose. It provides special recognition of the unusual sacrifices and hardships endured by those service members who are exposed to the rigors of combat. The purpose of special recognition differs markedly from that of other special pays which are designed as attraction and retention incentive pays. However, the study concluded that special recognition was an equally valid purpose for this particular special pay. It further pointed out that this special pay is not appropriate as an incentive to attract members to service in a hostile fire area, nor is it appropriate to vary the amount of recognition based on relative degrees of exposure to hostile fire. The study concluded that the current rate is satisfactory and the legislative authority for hostile fire pay provides sufficient flexibility to permit judicious and equitable administration of the pay.

INCENTIVES/IDEAL CHARACTERISTICS

Incentive	Problem Skill	Decision Point	Flexibility	Improvement Worth Cost
Enlistment Bonus	Yes	Yes	?	?
Reenlistment Bonus	No	Yes	No	No
Variable Reenlistment Bonus	Yes	Yes	Yes	Yes
Proficiency Pay	Yes	No	marginal	marginal

AMOUNTS

- **Enlistment Bonus** — $3,000 for 3-year enlistment
- **Reenlistment Bonus** — 1 Month's Basic Pay Per Year Of Reenlistment, Maximum of $2,000
- **Variable Reenlistment Bonus** — Multiples Of Reenlistment Bonus, Maximum Of $8,000
- **Shortage Specialty (pro-pay)** — Monthly Payments of $50, $75, $100, $150

EVALUATION
GATES HOSTILE FIRE PAY PROPOSAL

	PRESENT	GATES	KOREA
ZERO EXPOSURE	$ 0	$ 0	$ 0
SOME EXPOSURE	65	65	0
MORE EXPOSURE	65	200	45

Enlisted Attraction and Retention Incentive Pays:

The enlisted **attraction** compensation incentive is now the enlistment bonus enacted in PL 92-129. There are three enlisted **retention** compensation incentives: the Regular Reenlistment Bonus (RRB); the Variable Reenlistment Bonus (VRB); and Shortage Specialty (Proficiency Pay).

While the enlistment bonus is as yet untested, it is considered the best compensation measure for attracting volunteers in a zero draft environment. There

is some question as to whether the present legislation, which provides a bonus of up to $3,000 for enlistment of at least three years in a combat element, provides the Secretary of Defense with sufficiently flexible authority to attract both the required quality and numbers of new accessions. However, present enlistment bonus legislation is temporary and PL 92-129 requires a report on the effectiveness of the enlistment bonus under the current provision of the law. At the time of renewing enlistment bonus legislative authority, DoD can recommend modifications consistent with demonstrated effectiveness of the currently authorized bonus, and recognize new needs and areas of application for an enlistment bonus.

The Regular Reenlistment Bonus, paid to all members who reenlist, has been with us in some form since the beginning of the Nation. In the early '50s, as the Services became more and more technically oriented, it was recognized that the Services had a particular problem in retraining skilled members. The first compensation incentive directed at this problem was a proficiency pay. A few years later, authority for a Variable Reenlistment Bonus was added that, together with the Regular Reenlistment Bonus, offered a member in a critically-manned, high-training-cost skill, up to $10,000 to reenlist.

The study found that the Variable Reenlistment Bonus works effectively and is the most efficient retention incentive. There are four reasons given for its success.

—First, it is paid only to members in skills where there are manning problems, while the Regular Reenlistment Bonus is paid to all reenlistees regardless of the manning situation in their field.

—Second, it is paid at the decision point, and only to those members who make a decision to reenlist. In return for the bonus, service members sign a binding employment contract covering a number of years, usually two to six. The VRB, concentrated at the reenlistment decision point, has proven to be most effective. Shortage Specialty (proficiency pay), on the other hand, is paid to all careerists in the skill regardless of their proximity to the reenlistment decision point. It has proven less effective in influencing the reenlistment decision.

—Third, the VRB is flexible. The Secretary of Defense can vary the amount of the bonus on the seriousness of the manning problem (plus other factors) and can stop paying a VRB to a skill with no particular problem. This fact makes the VRB the most cost effective of the retention incentives.

—Fourth, the VRB produces the greatest number of reenlistment decisions at the lowest possible cost.

The study determined that the needs in a zero-draft environment could be satisfied most effectively by employing the advantages of the VRB system in one incentive and by phasing out the less efficient incentives. It was determined the one retention incentive patterned after the VRB would be appropriate. This incentive, called the **Selective Reenlistment Bonus** (SRB), would be applied like the present VRB with the following exceptions:

—It could be paid at the second or subsequent reenlistment point should a problem develop at those points.

—That the maximum bonus payment would be raised from $10,000 to $15,000, in recognition of the increase in basic pay since enactment of VRB legislation in 1965.

—The Regular Reenlistment Bonus and the Variable Reenlistment Bonus would be eliminated. Those currently in the Service would still be eligible to receive the RRB; however, new members would be eligible only for the SRB.

—Shortage Specialty (Proficiency Pay) would be phased out. Legislative authority would remain, however, as two other forms of proficiency pay, Special Duty Assignment and Superior Performance, are serving useful purposes other than retention and require current proficiency pay legislation for authority.

Conclusion:

In preparing this report, areas were noted which require further study, such as requirements for medical officers and special pay for enlisted submariners. These, as well as other areas, will require more attention before specific recommendations in the form of legislative proposals are made. Work in this area is progressing and it is anticipated that legislative proposals based on the findings of this report will be developed after further coordination within the Department of Defense and the Executive Branch.

SPECIFIC RECOMMENDATIONS FOR OFFICERS

Initial Obligation

- **$100 Per Month During Training**
- **Pay Rate Based on Rated Service for First Five Years**
- **Continuous Pay**

7-16 Years

- **Pay Rate Based on Commissioned Service**
- **Continuous Pay**

17-30 Years

- **Pay Rate Based on Commissioned Service**
- **Aircrews—Continuous Pay**
- **Submariners—Pay Only When in Submarine Duties**

One Pay Rate For Both Communities

— U.S. Executive Guidance Series —

This is the eleventh in a series of articles to appear in Commanders Digest written by top officials within the United States Government. These articles span a variety of important subjects which have a continuing bearing on our Nation and its youth—from the Executive Branch of Government's point of view.

— Prospects For The All-Volunteer Armed Force —

by MELVIN R. LAIRD
Secretary of Defense

Each year since 1968, draft calls have been lower than the year before. In 1971, they were below 100,000 for the first time since 1962. In the first three months of 1972, no young men will be drafted.

Declining draft calls reflect the progress made toward President Richard Nixon's goal of an all-volunteer military force. I am looking forward to the day, and I believe it will be no later than July 1, 1973, when the draft machinery will be put in mothballs, much as the Navy deactivates ships while preserving them against future possible need.

My confidence that we will secure enough volunteers of the quality needed is bolstered by changes now in progress in the armed forces. Changes have been made. Most notably, military pay has been upgraded, particularly at the entry level. Instead of the $124 per month which the lowest ranking enlisted personnel used to receive, that salary is now $288 a month, plus allowances. Instead of the $417 which entering commissioned personnel used to receive, that salary is now $530 a month, plus allowances. These salaries now begin to be competitive with those offered by civilian employers.

Fresh emphasis is being given to imparting skills to service members who do not enter the Service with such skills. The Army, Navy and Air Force all offer employment options for individually-selected skill training and for first assignments using that skill. For career personnel, skill training is a continuous progression. And for individuals about to leave the Service and lacking marketable civilian skills, the program known as Project Transition provides such training.

General educational development opportunities are continuing to expand in the armed services. Ample opportunity exists, through a combination of on-duty and off-duty classes, for individuals lacking a high school diploma to complete that phase of their education. For those seeking college-level education, comparable opportunities exist through programs operated in conjunction with several American universities.

Housing is being steadily improved both for married and single people in uniform. For these who have completed basic training, the traditional barracks facility is being replaced by two- and three-man living areas with appropriate furnishings designed to provide a measure of privacy, comfort and convenience. Minor irritants such as kitchen police (KP) duty and unnecessary reveille formations are being eliminated. The armed services are "getting with it."

For people of intelligence, talent and ambition, the armed services today offer great opportunity. Leadership and responsibility come to capable people earlier than in most civilian occupations. There are abundant opportunities to acquire knowledge and skills which are of value in the civilian job market as well as in the military.

The chance to travel has always been one of the attractive features of military service, and we again are nearing the time when the travel will be only to peaceful places.

Finally, as peace again comes to our Nation, military service is offering increasing opportunities to help other people and to cooperate in the solution of the social problems of our country.

The greatest satisfaction of a military career now, as in the past, is the knowledge that those in uniform protect our Nation and preserve its freedom.

MTMTS Observes Seventh Anniversary As Logistics Manager

The Military Traffic Management and Terminal Service (MTMTS), a jointly staffed operating agency of the Department of the Army and the Defense Department's single-manager for military traffic, land transportation and common-user ocean terminals, celebrated its seventh anniversary Feb. 15.

As one of the three single-manager organizations established to provide transportation support for DoD, its specific functions are to:

—Provide the interface between Defense Department shippers, commercial carriers, and the Military Airlift and Sealift Commands.

—Provide ocean terminal services to the Department of Defense.

—Manage freight and passenger transportation in the United States.

—Manage the worldwide personal property moving and storage program of the Department of Defense.

—Evaluate Defense transportation activities and recommend system improvements to the Secretary of Defense and to the Military Services.

In addition to the basic missions of traffic management and terminal management, the organization is responsible for certifying Defense needs for public highways and provides strategic movement planning support to the joint chiefs of staff, the unified and specified commanders, and the military services. In addition, MTMTS also studies the future transportation environment and investigates technological progress as a basis for future planning.

This jointly staffed agency consists of the headquarters near Washington, D. C.; two area commands, one in Oakland, Calif., (Western Area), and the other in Brooklyn, N. Y. (Eastern Area); the Transportation Engineering Agency, Newport News, Va.; and a liaison office at Headquarters, U.S. European Command. Major General Clarence J. Lang, USA, Commander of MTMTS, is assisted by two deputies: Rear Admiral James E. Forrest, USN, and Brigadier General Malcolm P. Hooker, USAF.

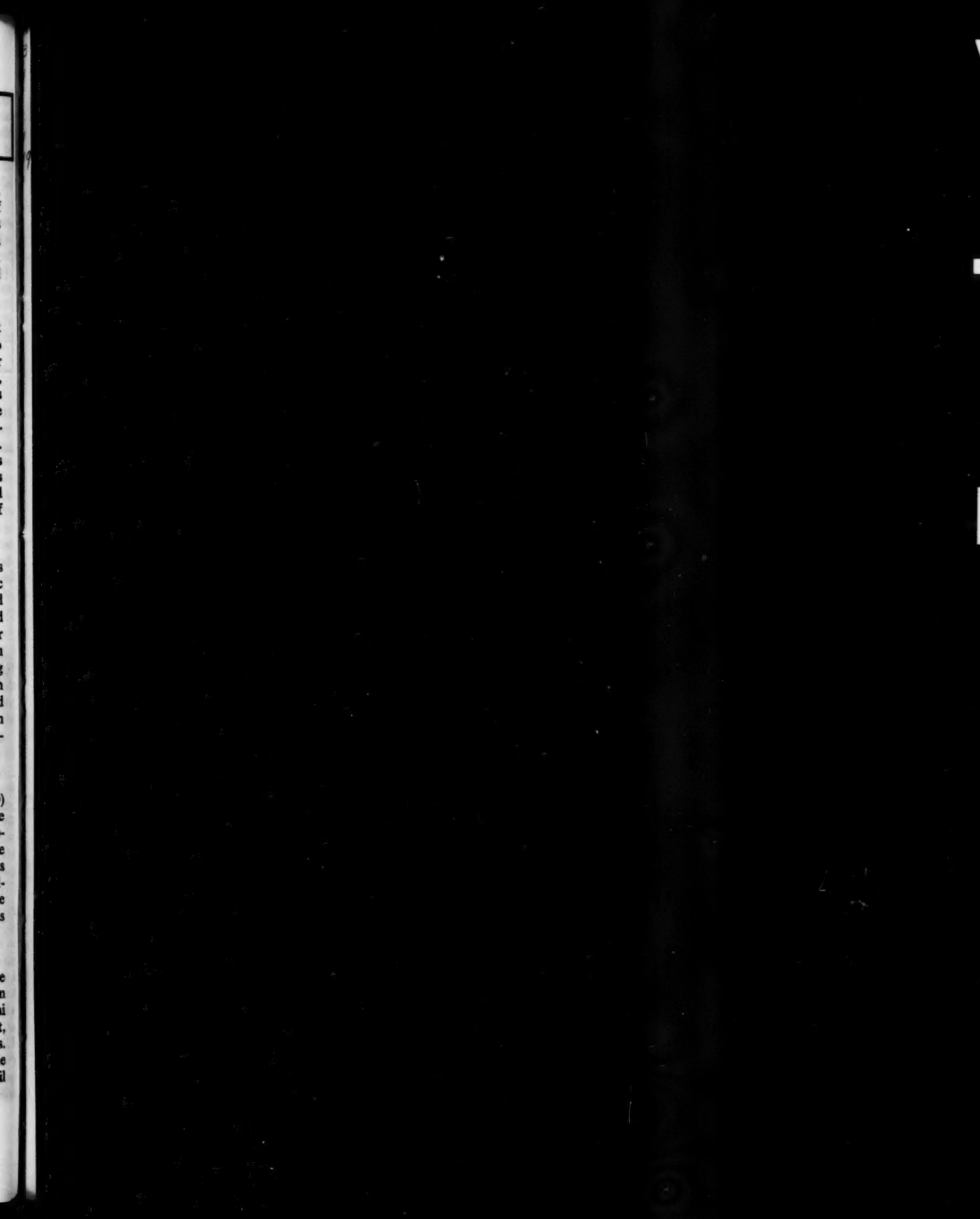
ARMED FORCES INITIATIVES

DOMESTIC ACTION. A 3rd Armored Cavalry Regiment captain at Ft. Lewis, Washington, is teaching a new approach to survival in extremes of wind, rain and cold. Most of the classes that Captain Thomas A. Staadt has taught in the past year have been for high schools, flying clubs, airlines and police and rescue departments. The captain hopes that more aviators at Ft. Lewis will take part since, as he puts it, they are the ones who need survival instruction the most.

JOBS FOR VETERANS. Interested in ecology and working at a job that pays good wages? The Veterans Administration is passing the word to servicemen leaving active duty that there are good jobs in the field of water pollution control. Training is sponsored by the Office of Water Programs, Environmental Protection Agency, and preference is given to those veterans who plan to become water plant and waste water plant operators. Pay for the jobs ranges as high as $15,000 a year. Last November, there were 1,120 persons engaged in Government-sponsored training in water pollution control. Of these, 530 were Vietnam veterans, and another 300 were taking courses at community colleges or technical institutes. Nearly 800 other veterans have already completed programs of on-the-job training which they started after studying water technology at colleges during their last half year of military service.

DOMESTIC ACTION. A special meeting to work out Indian aid programs was held recently at Rosebud, South Dakota, and chaired by social and domestic action personnel from Ellsworth Air Force Base and Strategic Air Command Headquarters. Primary aims of the meeting, attended by over 30 concerned Sioux leaders and program coordinators, were to assure Air Force support for needy Indians and to clear up misunderstandings about what a Domestic Action program can and cannot do. Among programs discussed were those dealing with reservation alcoholism, drug abuse and mental health; the implementation of Indian education and youth programs; and the collection of clothing and furniture for needy families. The meeting is believed to be the first between an Air Force base and local Indian populations in an attempt to bridge the communication gap and open the door to better relationships.

CIVIC ACTION. The U. S. Naval Oceanographic Office's (NAVOCEANO) Nearshore Surveys Division is helping other nations gain an insight into the oceanographic processes along their coasts. For these studies, the office provides survey teams of from two to four scientists and equipment, and the host nation supplies the ship and personnel. Last year, for example, scientists from NAVOCEANO cruised in and out of Norway's beautiful fjords collecting visibility data—the amount of light that is reflected off the surface of the water, the amount that penetrates to the bottom and that amount that is reflected off the sea floor.

DOMESTIC ACTION. Soldiers of the 7th Special Forces Group and the 95th Civil Affairs Group recently went to work in the Supai Canyon in northwestern Arizona to try to improve the living conditions of 350 Havasupai Indians. Included in the group were a veterinarian, physician, dental assistant, dentist, military policeman, an agricultural specialist and several engineers. Besides constructing a bridge, they helped to widen the trail leading to the reservation and assisted in the areas of public health, animal control, soil analysis and law enforcement.

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